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TAB III

REVIEW OF EMPLOYEE RELATIONS BRANCH, PERSONNEL ASSIGNMENT DIVISION

1. PROBLEM

To evaluate functions, activities, procedures and workload of the Employee Relations Branch to determine propriety and efficiency, and to propose staffing requirements.

2. FACTS BEARING ON THE PROBLEM

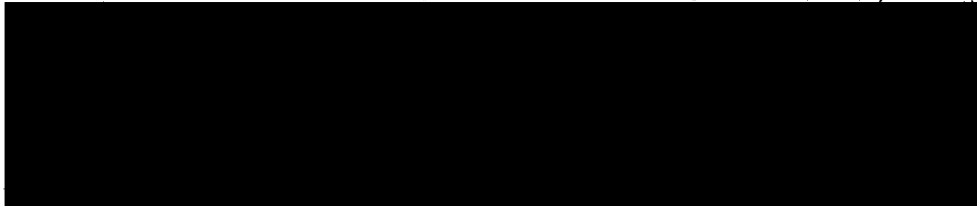
a. The Employee Relations Branch is a consolidation of the former Counseling Branch of Personnel Assignment Division and the Employee Services Branch of the Records and Services Division. The current official T/O's of these Branches total [REDACTED] positions of the following grades: 25X1A

25X1A

Counseling Branch [REDACTED]

Employee Services Branch [REDACTED]

25X1A



25X1A

3. DISCUSSION

a. The Employee Relations Branch engages in about thirty-five (35) different activities. The major functions, however, are those involved in counseling and pre-exit interviewing, final clearances, out-placement, recreation programs and other employee participation activities, such as; Fund Raising Drives, Blood Donor, Red Cross Hostess, and Savings Bond Programs. An indication of the volume of work in these various activities is shown in Tab A.

b. The counseling function is important in that it contributes to the maintenance of good relations between the employee and the Agency, helps reduce turnover of efficient personnel, and often reveals correctable problems and situations involving security, medical, or legal implications before such conditions reflect unfavorably on the organization or too seriously affect the individual. It may be said that those who need the help most, fail to use the service. On the other hand, an examination of recent case histories indicates that both employees and the Agency are benefiting from the counseling service performed in the Employee Relations Branch (see Tab B). To achieve its full objective, however, the counseling service must always be staffed by individuals of mature judgement and experience, who inspire confidence, and are not burdened by the assignment of other duties which hamper the performance of their counseling, or affect the confidence of the employees in them. In a recent seven (7) week period, two employee relations officers of the Branch, in addition to other duties, handled sixty-four (64) counseling cases. These included eleven (11) Security referrals and five (5) Panel referrals (Medical, Security, Personnel Review Panel).

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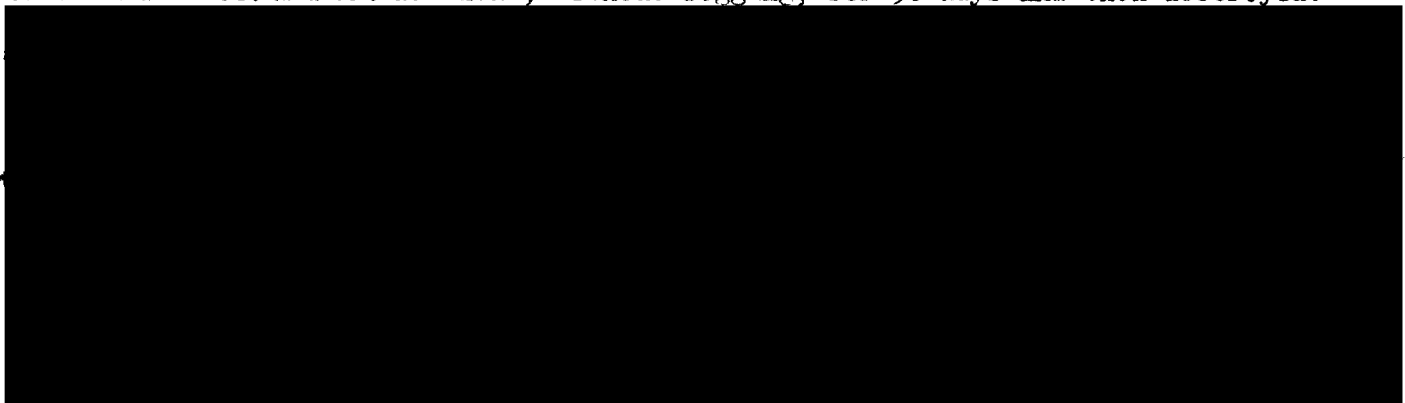
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c. The efforts of the Employee Relations Branch in support of recreational programs are resulting in increased participation and additional activities. Approximately 2700 Agency employees are participating in twenty-one (21) Agency sponsored recreational activities. These activities are monitored and supported in whole or in part by the Employee Welfare Fund which is derived from a share in the profits of the GSI cafeterias operated in buildings occupied by the Agency. The Employee Relations Branch also supplies equipment, arranges for facilities, umpires and judges, and provides administrative support to individual activities. Employee recreation programs are widely recognized for their contribution to the physical and mental well being of employees, as reflected in reduced turnover, improved attitude and morale, and educational and cultural self improvement.

d. It is significant to note that the Blood Donor Program averages 150 or more Agency donors each month, and provides free replacement to blood banks serving employees or their relatives throughout the United States. The Employee Relations Branch arranges for the scheduling of appointments, arranging with the Red Cross for transportation and accompanying the groups which go each month to the Red Cross center. If an Agency employee or his relative is supplied blood from a Red Cross Blood Bank, the Employee Relations Branch, on request, will notify Red Cross and the amount of blood issued will be replaced.

e. The movement of the Employee Services Branch from the Records and Services Division resulted in the transfer to Employee Relations Branch of some functions that are purely of a records processing nature not directly related to employee relations and recreation programs. These include the processing of FEGLI (Federal Employee Government Life Insurance) actions; the dissemination of information copies of cables within the Office of Personnel; the processing of Requests for Approval of Outside Activities, and Designation of Beneficiary actions. Certain of these functions and activities should be removed from Employee Relations Branch which would permit more emphasis and effort on the prime mission of the Branch with fewer personnel. OK

5X1A f. Information copies of incoming and outgoing cables containing personnel information, received from the Cable Secretariat, averaged 342 per week over a recent period of seven (7) weeks. Less than one fourth of these cables are disseminated within the Office of Personnel. Those disseminated averaged sixteen (16) per day, most of which are routed to Military Personnel Division or Contract Personnel Division. The criteria for selection of those to be disseminated are outlined in Tab C. Those cables not disseminated are held, without logging, for 90 days and then destroyed.



5X1A g. [REDACTED] gives the Director of Personnel responsibility for submitting statements of private sponsorship of aliens, by Agency personnel to the

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Department of State. Such actions require prior approval and briefing of the sponsor by the Office of Security. Since this action by the Agency is primarily to protect our security interest, it would appear to be appropriate for the Office of Security to perform the full coordination and liaison function. Such coordination should include the pertinent Career Service Officer for consideration with regard to possible interference with future assignments of the sponsor. Twenty (20) sponsorship cases were processed in 1956 and sixteen (16) have been processed in 1957 up to October 19. 20
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h. Pre-exit interviews have been performed and separation reports prepared by the DD/I Branch of PAD on a pilot test basis for the past three (3) months. The final clearance procedure and presentation of the employee's copy of the SF-50 is carried out by the Employee Relations Branch. With some assistance from Employee Relations Branch during this period (ERB processed forty (40) of seventy one (71) DD/I resignations, plus twenty five (25) resignations in absentia) it has been demonstrated that the functions of pre-exit interviewing and separation report processing can and should be performed by the Placement Officers, with the clearance procedure remaining in Employee Relations Branch. However, in order to promote the external anonymity of the various Placement Officers and to provide a single point of contact with other government agencies and employees, it would appear advisable to leave with the Chief of the Employee Relations Branch the responsibility for the out-placement function. During the nine (9) weeks of August and September, 337 separation actions (excluding temporary employee separations) were processed. This weekly average of forty two (42) actions was handled by two (2) employees on a regular basis with occasional assistance from two (2) others. There may arise instances in which the relations of the individual Placement Officer with the Office served would be impaired by the handling of a particular sensitive or "sticky" type case. In such instances, the Chief, PAD should take the case or provide for handling by the Employee Relations Branch. ?

i. Employee Relations Branch receives copies of Requests for Approval of Outside Activity, (education and employment), approved by the Office of Security, which have originated through the Agency. These copies are logged in and then sent to personnel files for inclusion in the Official Personnel File Folder. These file copies could be sent directly to files by the Personnel mail room, since no action on the part of Employee Relations Branch is required. Requests should be approved by the Head of the Career Service concerned, since employment or education status may affect the availability for assignments. (16)

j. Requests for Approval of Outside Activity originating within the Office of Personnel are concurred in by Employee Relations Branch and coordinated with the Office of Security. An average total of about ten (10) cases per week including those in paragraph i above are handled by Employee Relations Branch. Requests do not require Office of Security approval if the operating official believes the activity will reveal no security implications. The matter of outside employment and educational activity on the part of SP employees is a matter of interest to their Career Board. It is therefore believed appropriate to transfer the review, coordination and approval of outside activity approval request to the Career Management Officer, Office of Personnel.

k. Requests for approval of advance sick leave up to thirty (30) days are received by Employee Relations Branch, coordinated with the Medical Staff, if this has already been accomplished, approved by Employee Relations Branch and transmitted to Payroll Branch of the Comptroller's Office. The number of such requests averages

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about five (5) per week. No requirement for change in this function is indicated; however, inasmuch as many requests received have not been coordinated by the originating office with the Medical Staff as required by regulation, this matter should be brought to the attention of Administrative Officers. ✓

1. LWOP over sixty (60) days requires the issue of a Form 1150, Personnel Action, by the Office of Personnel. At present, requests for such leave are approved by Employee Relations Branch and forwarded to RSD for preparation of the Form 1150. About four (4) such requests are processed through Employee Relations Branch per week. No requirement for change in this function is indicated. However, it is believed that Career Boards have an interest in requests for and approval of extended LWOP. If the Request for Personnel Action, Form 1152, has not been approved by the pertinent Career Board, it is suggested that Employee Relations Branch coordinate such requests with the appropriate PAD Placement Officer for determining Career Board attitude regarding specific requests.

m. An average of five (5) TEGLI actions are processed per week. These involve the receipt of information from BCD on reinstatements, and notice forms on revocations and waivers from IAS and Appointments Section. This information is summarized and transmitted to Fiscal or Finance Division as appropriate, for payroll deduction action, with the original authorization forms going to the personnel files. This paper processing is closely related to the functions of BCD and should be centered there rather than Employee Relations Branch. This includes the Designation of and Change in Beneficiaries.

n. The maintenance of literature on area educational opportunities, vacation and travel guides requires little effort. The reference method could be improved by the use of an information rack which walk-in employees could refer to without the clerical assistance of withdrawing packages material now maintained in bookshelves. Housing information is displayed in card file trays which do permit ready reference by walk-ins. Car pool information is maintained in a 3x5 card file. Though Bulletin Boards also serve to bring car pool participants together, it is indicated that Employee Relations Branch performs a useful service in this regard.

o. An orientation lecture covering Employee Relations Branch functions is given each week to new EOD's by some member of the staff. This lecture generates future requests for information and service.

p. One employee has responsibility for the Fire and Air Raid Evacuation and Training Program for Curie Hall.

q. The Employee Relations Branch supplies income tax reporting forms and information, and provides an advisory service during the report filing period. Usually two (2) employees are involved full time for approximately two (2) months per year with this activity. Careful consideration should be given to the amount of actual assistance given to the individual in the preparation of a return. If detailed assistance and advice is deemed appropriate, the possibility of the Comptroller's office performing this function should be explored.

r. Bookkeeping, accounting and disbursing functions of the Welfare Fund, the Recreation Fund, and the Public Service Aid Society are now divided among five (5)

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people - the ABO/OP, three (3) employees of Employee Relations Branch, one (1) employee of Machine Records Division, Comptroller's office. Assuming the eventual transfer of the PSAS function to Employee Relations Branch, it is suggested that the Technical Accounting Staff of the Comptroller's Office should be asked to review all bookkeeping and accounting functions in connection with the three (3) funds, with a view toward possible improvements, (e.g., consolidating bookkeeping duties in one position), the establishing of appropriate relationships between the funds, and such integration of records as may be indicated.

s. Though the need for a number of changes in functions and methods is indicated, it should be noted that Employee Relations Branch, under the present Acting Chief, has made a number of improvements during the past two and one half months. These include:

- (1) The installation of a reporting system to measure workload and activity.
- (2) The screening of educational and recreational material maintained by the Branch and disposal of obsolete material.
- (3) The development of a case history file to provide precedent guidance for future reference and internal training.
- (4) Weekly staff meetings at which, on a rotational basis, a member of the staff discusses a pertinent personnel regulation which he has studied.
- (5) Actual physical inspection and grading of housing facilities listed for rent.
- (6) Recreational Newsletter published on a current basis.
- (7) Deletion of psycho-therapy clinical type of counseling, referring this type of case to the Medical Office.
- (8) Establishment of informative program on weekly basis for IAS personnel, indicating paternal interest in new employees.
- (9) Use of mass action exit interviews for summer employees in a non-classified area (Reception Room, Curie Hall).
- (10) Withdrawal of authority previously held by GS-5 clerical employee to approve LWOP and advance leave requests.
- (11) Provide for a review of individual personnel file of employees requesting LWOP, advance leave, and alien sponsorship applications.
- (12) The initiation of an emergency transportation plan, being coordinated with the Agency Evacuation Officer, which will provide transportation for employees through greater utilization of car pools in event of bus strikes and other emergencies.

CONCLUSIONS

The Employee Relations Branch has a sound basis for a useful and productive program of employee relations and recreational activities. Certain records processing

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functions and other activities, however, should be transferred out or otherwise changed as indicated. With a reduction in these extraneous activities as recommended, the present T/O's of the Employee Services Branch and the Counseling Branch of [REDACTED] positions could gradually be reduced to [REDACTED] as indicated in Tab D.

5. RECOMMENDATIONS

✓ a. Transfer the function of cable screening and dissemination, including pseudo file maintenance, to the Records and Services Division, or to the SSA/Pers, as discussed in paragraph 3 f. *O.K.*

✓ b. Transfer the processing of FEGLI actions (renewals, revocations, waivers) to the Benefits and Casualty Division. *O.K.*

c. Amend [REDACTED] to give the Director of Security the responsibility for coordination and submission of statements of private sponsorship of aliens to the Department of State. *NO*

d. Transfer the responsibility for approving and coordinating Requests for Approval of Outside Activity to the Office of Security, from Employee Relations to the Heads of Career Services. *OK. Every 6 mos PAD to review status of outside activity of personnel in CIA.*

e. Route copies of approved Requests for Approval of Outside Activity, received from the Office of Security, directly to personnel files, RCD, from the Office of Personnel mail room, rather than through Employee Relations Branch.

f. Discontinue the advisory service on income tax reporting now provided by Employee Relations Branch and issue income tax reporting forms and instructions from Building Supply Rooms. *Set up at 16th St. on an Agent basis. Put out Agency notice on this.*

g. Transfer responsibility for pre-exit interviews to Placement Branches of PAD, including the functions of separation report preparation, but not out-placement, or final clearance procedures. *Not.*

h. Provide for Employee Relations Branch coordination of LMOP requests with PAD Placement Officers to determine Career Board attitude regarding specific requests. *O.K.*

i. Invite the attention of Administrative Officers to [REDACTED] requiring coordination of Advance Sick Leave Requests with the Medical Office prior to submission to the Office of Personnel. *O.K.*

j. Establish a T/O of not more than [REDACTED] positions as indicated in Tab D, and gradually reduce the staffing to this level.

k. Develop out-placement sources; this function to be performed by or under the close control of the Branch Chief.* See Tab E for current status of this program.

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